

Membership Balance Plan
Advisory Committee on Arlington National Cemetery

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, through the Secretary of the Army, established the Advisory Committee on Arlington National Cemetery (“the Committee”) pursuant to 10 U.S.C. § 4723 and in accordance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(a).
2. Mission/Function: The Committee shall make periodic reports and recommendations to the Secretary of the Army with respect to the administration of Arlington National Cemetery, the erection of memorials at the cemetery, and master planning for the cemetery. Any and all advice and recommendations shall also be forwarded to the Secretary of Defense or the Deputy Secretary of Defense.
3. Points of View: The Committee shall be comprised of no more than 9 members, each of whom is an eminent authority in his or her respective field(s) of interest or expertise, specifically bereavement practices and administrative oversight, the erection of memorials, and master planning for extending the life of the cemetery. Members will be nominated as follows:
 - a. One member nominated by the Secretary of Veterans Affairs.
 - b. One member nominated by the Secretary of the American Battle Monuments Commission.
 - c. No more than seven members nominated by the Secretary of the Army.

The DoD, in selecting potential candidates for the Committee, reviews the educational and professional credentials of individuals and bases its selections on this review and the matters being addressed by the Committee. The Department has found that reviewing and assessing the complex issues facing Arlington National Cemetery through a multi-disciplinary advisory committee provides DoD senior leaders and, more importantly, the American public with a breadth of information and points of view on which to make better informed policy decisions. The use of an advisory committee further provides a forum for transparency with the American public and facilitates public input on policy issues pertaining to the Arlington National Cemetery.

Each member, based upon his or her individual and professional experiences, applies his or her best judgment to provide the best possible advice on the matters before the Committee, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. Committee members, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. §3109 to serve as special government employee (SGE) members. Those members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. Committee member appointments shall be renewed on an annual basis by the Secretary of Defense or the Deputy Secretary of Defense.

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The Committee's membership balance is not static and the Secretary of Defense may change the membership based upon work assigned to the Committee by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Army as the Committee's sponsor. In addition, the Department of Defense, unless otherwise directed by an Act of Congress or Presidential directive, does not use representative members on DoD established or supported advisory committees.

4. Other Balance Factors: N/A
5. Candidate Identification Process: In identifying potential candidates to be nominated for the Committee, the Department of the Army reviews the educational and professional credentials of individuals with extensive professional experience in bereavement practices and administrative oversight, the erection of memorials, and master planning for extending the life of the cemetery. Potential candidates are identified by the Committee's professional staff and senior DoD career and political officials. The Secretary of Veterans Affairs and the Secretary of the American Battle Monuments Commission will each provide one nomination for consideration.

The Committee's Executive Director/Designated Federal Officer and its staff will review the credentials of each potential candidate in an effort to narrow the list for presentation to the Executive Director, Army National Military Cemeteries. From the list presented to him, the Executive Director will forward his recommendations for the appointment of Committee members to the Secretary of the Army. In making his determinations as to which candidates to nominate to the Secretary of Defense for approval, the Secretary of the Army will strive to achieve a balance between the educational and professional credentials of the individuals and the matters that the Secretary anticipates will be assigned to the Committee in order to achieve balance in terms of the points of view represented on, and expertise in the functions to be performed by, the Committee.

Prior to nominating the potential candidates for approval, the list of candidates will undergo a review by the DoD Office of General Counsel and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements, including compliance with the Committee's charter and membership balance plan. Concurrently, the candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members. The Secretary of the Army then formally nominates the potential candidates to the Secretary of Defense for approval. Pursuant to DoD policy, only the Secretary of Defense or the Deputy Secretary of Defense can invite or approve the appointment of individuals to advisory committees established or supported by the DoD.

Committee and subcommittee member vacancies will be filled in the same manner as described in the previous three paragraphs.

The Secretary of Defense or the Deputy Secretary of Defense may approve the appointment of Committee members for a term of one-to-four years, but no member may serve more than

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two consecutive terms of service without approval from the Secretary of Defense or the Deputy Secretary of Defense. The same term of service limitations also apply to any DoD authorized subcommittees.

6. Subcommittee Balance: The Department, when necessary and consistent with the Committee's mission and DoD policies and procedures, may establish subcommittees, working groups, or task forces to support the Committee.

The Committee has three permanent subcommittees. Each subcommittee member should have extensive professional experience in at least one of the following areas of operation and management of cemeteries: bereavement practices; erection of memorials and master planning; plans and strategies for addressing long-term governance challenges; and resource planning and allocation.

- a. The Honor Subcommittee shall be comprised of no more than 9 members. The primary focus of this subcommittee is to review and provide recommendations to the Committee regarding methods to address the long-term future of the Arlington National Cemetery, including how best to extend the active burials and what Arlington National Cemetery should focus on once all available space has been used.
- b. The Remember Subcommittee shall be comprised of no more than 9 members. The primary focus of this subcommittee is to review and provide recommendations to the Committee on an independent assessment of the methods to maintain the Tomb of the Unknown Soldier Monument, including the cracks in the large marble sarcophagus, the adjacent marble slabs, and the potential replacement marble stone for the sarcophagus already gifted to the Army.
- c. The Explore Subcommittee shall be comprised of no more than 9 members. The primary focus of this subcommittee is to review and provide recommendations to the Committee on efforts to preserve the historic essence of Arlington National Cemetery and the development of an interactive means to share the Cemetery's unique history with the nation and the world. This includes an independent assessment of methods to address issues with capturing and conveying the Army national cemeteries' history, including examining Arlington National Cemetery Section 60 gravesite mementos and improving the quality of the visitor experience now and for generations to come.

The Secretary of Defense or the Deputy Secretary of Defense shall approve the appointment of subcommittee members, subject to annual renewals. Subcommittee members may be members of the Committee or new nominees, as recommended by the Secretary of the Army and based upon the points of view represented and the functions to be performed. Subcommittee members, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. §3109 to serve as SGE members. Those members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

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7. Other: As nominees are considered for appointment to the Committee, the DoD adheres to the rules and regulations issued by the Office of Management and Budget's Final Guidance on Appointment of Lobbyists to Federal Panels and Commissions (76 FR 61756; October 5, 2011) and the rules and regulations issued by the Office of Government Ethics.
8. Prepared: July 31, 2014